

**The Office of the Police and Crime Commissioner for Leicestershire**  
**Annual Report 2013/2014**

**May 2014**

## The Office of the Police and Crime Commissioner for Leicestershire

### Annual Report 2013/2014

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# The Office of the Police and Crime Commissioner for Leicestershire Annual Report

## ***Foreword***

It is my role as Police and Crime Commissioner (PCC) to act in the public interest and hold the Chief Constable to account for the delivery of local policing.

As PCC for Leicestershire, I believe that everyone in Leicester, Leicestershire and Rutland has the right to live free from the fear of crime, and that every person should have the opportunity to shape the future of policing in their local area. In my revised Police and Crime Plan, which was informed by what local people said mattered most, I laid out how Leicestershire Police and partner agencies were to work together to reduce offending and re-offending, support victims and witnesses, make communities and neighbourhoods safer, and protect the vulnerable.

Leicestershire Police is an organisation with a good reputation for effective local policing, and has a solid foundation on which to deliver what local people tell us they need most from the public services that deliver a safer society. I wish to thank our local police officers and staff, members of the public, partners, community safety partnerships, and the many and varied outcome providers we commission for their contributions to delivering the objectives set out in the Plan.

I have always said that I commission outcomes, not services; I have been very clear about that. I want to see and hear that local people have felt the effects of the improved outcomes of such projects. Over the past year, I have visited many of our commissioned partners to see how we are making a difference to the lives of local people.

This Annual Report details my statutory functions, the progress made by police and partners against the Plan, my commissioning work, and the narratives from the community safety partnerships.

I hope that you will enjoy reading this, our first complete annual report.

**Sir Clive Loader**  
**Police and Crime Commissioner for Leicestershire**

## ***The Police and Crime Plan***

The Office of the Police and Crime Commissioner for Leicestershire has made the Police and Crime Plan available to the public on its website in original full text, executive summary, and Easy Read versions. The webpage also displays a video introduction [visit [http://youtu.be/w3yfn\\_Qnt\\_Q](http://youtu.be/w3yfn_Qnt_Q)] to the Plan complete with British Sign Language interpretation by Action Deafness. To access the Plan, go to <http://ow.ly/qld74> or visit [www.leics.pcc.police.uk](http://www.leics.pcc.police.uk) and click the *Police and Crime Plan* tab.

## **Section 1) Statutory Functions**

## **Section 1) Statutory Functions**

This is the first full year's annual report for the Office of the Police and Crime Commissioner for Leicestershire and relates to the period 1 April 2013 to 31 March 2014.

During 2013/2014, the Police and Crime Commissioner Sir Clive Loader attended 132 engagements and visits and his office responded to 3,271 items of correspondence, eighty times the number received by the former Police Authority in a comparative period. This demonstrates the degree to which the people and communities are able to make contact with a single, directly elected person.

### ***The Commissioner's Responsibilities***

The primary role of the PCC is to hold the Chief Constable to account. There has not been a requirement to appoint a new Chief Constable in the past year. The PCC has not utilised the other powers available to him in relation to the post of Chief Constable.

One of the ways in which the PCC has held the Chief Constable to account is by meeting with him on a regular basis. One-to-one meetings between them have been held frequently (once per week) since the Commissioner's first day in office. There have also been monthly Strategic Assurance Board meetings held at Police Headquarters where the PCC meets with the Chief Constable and his Chief Officer team, to discuss matters of strategic importance.

During the year, the PCC appointed a Chief Finance Officer, Helen King, the role having been covered on an interim basis since the election of Sir Clive to the Office of Police and Crime Commissioner for Leicestershire in November 2012.

### ***Setting the Police Precept and Budget***

During the year, the Commissioner was required to set the precept for 2014/15 and the budget for the Office of Police and Crime Commissioner for Leicestershire. The precept is the amount of money which is collected via Council Tax and used for policing. Sir Clive has approved a budget for 2014/15 of £172.607m. This is a reduction compared to the budget for 2013/14 and includes the ongoing effect of £27m of savings achieved since 2009.

There has been an increase of 1.5% in Council Tax for police purposes for the 2014/15 year. It will cost the average local taxpayer approximately 5p more a week than in 2013/14 (the precept for a Band D property calculates at £176.4831 for 2014/15 compared to £173.8750 last year). More information can be found at <http://bit.ly/1kbKs2x>

The increase in precept was not a decision taken lightly but was necessary to build a sustainable base budget and to safeguard services and frontline policing where possible. The budget decision included an investment over the next three years to increase Police Community Support Officer (PCSO) numbers by an additional 28 to support the Force in prioritising community and neighbourhood safety, targeted to sustaining and developing levels of neighbourhood policing, and particularly concentrating on anti-social behaviour (ASB) hotspots.

As part of the budget, the PCC also received a commitment from the Force to deliver an approved Volunteer Strategy which will increase the number of volunteers to 1,000 over the next three years.



## ***Commissioning***

As a result of the introduction of PCCs there were significant changes to Home Office funding streams with many being removed or merged. The Police Reform and Social Responsibility Act 2011 (Section 9) enables PCCs to award monies (described in the legislation as Crime and Disorder Reduction Grants) to organisations for them to support the achievement of priorities in the Police and Crime Plan. For 2013/14, each PCC was awarded their own Community Safety Fund by the Home Office to commission according to local need. The total commissioning budget for Leicestershire for 2013/14 was £3.8m.

The PCC decided to transfer six month's funding between April and September 2013 at the same base level as for 2012/2013, to all those previously in receipt of the former Home Office funding. This enabled his Office to work with partners to determine how best to commission his outcomes from October 2013 while maintaining services. A Commissioning Intentions document was published in June 2013. This set out how the PCC intended to structure his commissioning budget to achieve outcomes to support the delivery of his Police and Crime Plan.

The Commissioning Intentions led to numerous initiatives being funded including:

- Integrated Offender Management (IOM) targeting the highest risk offenders.
- Targeting adult offenders with a substance misuse problem, specifically those tested and identified at point of arrest.
- Support for victims of rape and sexual assault, as well as the investigative process, by funding the Sexual Assault Referral Centres.
- Woodland based work experience, vocational qualifications with employability skills and life coaching training for 16-24-year-olds who are Not in Education, Employment or Training (NEET).
- Emergency out-of-hours safe temporary accommodation for women and children who are victims of domestic abuse in Leicester, Leicestershire and Rutland.
- A six month pilot project to investigate the feasibility and cost effectiveness of alternate models of health and social support for the street drinking population in Leicester city.

The Police and Crime Plan was revised in October 2013. The original Commissioning Intentions document was therefore also refreshed and developed into a Commissioning Framework for 2014/15 onwards.

## ***Value for money***

In June 2013, the PCC approved a change plan which included transactional reductions in earlier years (i.e. efficiencies against, broadly speaking, similar activities), followed by transformational changes (i.e. changes in Force structure, delivery methods etc.) in the later years of the Medium Term Financial Strategy (MTFS). During 2013/14, the change programme developed and/or implemented firm plans for reductions which have already been incorporated into the above budget requirement.

In 2013/14, the Office of the Police and Crime Commissioner for Leicestershire's budget was managed and monitored tightly in conjunction with the Force and this reflects the very tight financial environment and reducing funding year-on-year. As a result of this, the final outturn for the year resulted in a very small underspend of £57k, which when compared to a budget of over £173.5 million equated to a variance of only 0.03%. The full detail will be included in the 2013/14 Statement of Accounts which are compiled, audited and published separately by the end of September 2014.

The PCC will continue to strive to secure more efficiencies within the areas under his direct management, in order to keep the budget to the minimum required to support him in carrying out his duties; the Office of the Police and Crime Commissioner for Leicestershire's budget for 2014/15 reduced by £15k when compared to 2013/14.

## ***The Police and Crime Plan***

The Commissioner published his Police and Crime Plan for 2013-2017 on 31 March 2013. This Plan sets out his policing and crime reduction priorities for Leicester, Leicestershire and Rutland over the next four years.

The Plan was refreshed during the year and an updated version was developed following consultation with public and partners.

A full copy of the Plan can be found on the website at <http://bit.ly/TQgrAr>

## ***Responsible Authorities***

In determining the strategic priorities within the Police and Crime Plan, the PCC has taken regard of the strategic priorities of the community safety partnerships.

The strategic priorities set out in the Plan are based on comprehensive research and analysis commissioned on behalf of the PCC. This included a partnership needs assessment which looked at the wider needs assessment based around the known causal and risk factors of crime and disorder.

The support and knowledge of the Community Safety Partnerships in this process has been invaluable. We have found, for example, that alcohol and drug misuse and dependency, mental ill health, employment and training all feature as strategic priorities across a number of partners within the community safety arena. These factors all impact on crime and disorder and confirm the links and interplay between the strategic objectives of the police and those of our partners. The relationships between partners and the police is key in the commissioning process and will help ensure the monies are allocated against our shared priorities in a controlled, accountable and focussed way.

## ***Publication of Information***

The PCC publishes information in order that the public can assess how he is fulfilling his legal obligations. This information can be found on the PCC's website within the Publication Scheme <http://bit.ly/1jWYqK2>

## ***Consultation and Engagement***

Under the Police Act 1996, the PCC has an obligation to ensure that the views of the public are being collected and taken account of in the Police and Crime Plan.

Leicestershire Police has over many years developed numerous ways to engage and consult with its diverse communities. There are many examples from operational/neighbourhood, to tactical and strategic level.

In listening to the views of local people and organisations, Sir Clive has completed 132 engagements during 2013/14. These are broken down as: 52 community, 36 strategic, 26 operational, 15 tactical, 1 political, and 2 civic engagements.

Leicestershire Police has a suite of surveys which, together with more traditional consultation and engagement methods, provide a comprehensive insight into performance, public confidence and satisfaction as well as helping determine policing priorities.

The surveys range from those who have had direct contact with the police as victims, witnesses or complainants, to broader, more subjective enquiries regarding service delivery. This process by necessity has to reflect the diverse nature of the policing function and, just like policing, is evolving and dynamic.

In the development of the Police and Crime Plan, comprehensive research and analysis was commissioned on behalf of the PCC. This included:

### **Victim Survey data**

This looks at the post-crime views of those who have need of our service as victims. The PCC has used this data to determine satisfaction and confidence targets.

### **Business Survey**

A business survey was commissioned to understand more fully the perceptions of business owners about the impact of crime on their business. This information has been collated and analysed and will improve our planning and response to crimes related to the business community.

## **Community Based Survey**

A perception-based survey as to the views on local policing is undertaken each month, which over a period of twelve months provides a detailed profile of people's opinions on and levels of satisfaction with policing services.

This allows the PCC and the Chief Constable to understand, from over 2,200 responses, the level of confidence or otherwise that local people have in their police.

## **Access to the PCC**

The PCC was elected by the people of Leicester, Leicestershire and Rutland and is committed to maintaining an open door for communication about issues that matter most to individuals and groups across the Force area. The quantity of communications received by the office has increased dramatically compared to that received by the previous Police Authority. The Commissioner is keen to listen hard to help him develop and sustain a more realistic picture of the issues that affect local people. The PCC has developed a strategic consultation and engagement plan which will give people the opportunity to tell him their views and concerns.

## **Youth Commission on Police and Crime**

In May 2013, Sir Clive welcomed his Youth Commission on Police and Crime, a group of young people from backgrounds representative of the diverse communities in Leicester, Leicestershire and Rutland. The first of its kind in the country, his Youth Commission model has since been adopted by PCCs in Hampshire and Sussex.

The 30 young members of the Youth Commission, selected and supported by the charitable organisation SHM Foundation, have been central in gaining a deeper understanding of the issues which they consider to be a priority and, crucially, in rebuilding trust between young people and the police.

*“During the election, I said I would be a PCC for all. I stand true to that statement. The young people in our communities are our future, and we have a moral obligation to ensure that fewer of them are entering the criminal justice system for the first-time. Their views will be heard, and the Youth Commission is the cornerstone of that dialogue.” -- Sir Clive Loader*

The Youth Commission toured colleges, youth clubs, universities and young offenders institutions to reach out to young people and gathered the views of over 1,600 young people, highlighting the following six areas as priority issues:

- Relationships with the police and stereotyping
- Offending and re-offending
- Anti-social behaviour
- Hate crime and cyberbullying
- Knife crime
- Drugs and alcohol

## **The Youth Commission Conference**

In December 2013, 30 Youth Commission members aged 16 to 25 unveiled their recommendations at the Youth Commission Conference 2013 (see the YouTube video <http://bit.ly/1kkqbNb>). They addressed the urgent issues raised by young people before an audience of more than 100 decision makers and practitioners in the criminal justice arena and young people’s services, including Police and Crime Commissioner Sir Clive Loader and Leicestershire Police Chief Constable Simon Cole.

*“Young people’s relationships with the police are not what we’d want them to be. The work of the Youth Commission is crucial to increasing warmth and rebuilding trust.” -- Sir Clive Loader*

At the Youth Commission Conference 2013, hundreds of feedback cards completed by young people were on show for delegates and the media to view. The feedback from young people informed the dozen recommendations which include: building better and stronger relationships between the police and young people; providing all young people with information about their stop and search rights; and developing a reformed character qualification and programme for young offenders which enables them to prove their worth as employees, breaking the cycle of re-offending.

*“Peer pressure; a lack of confidence; and poor job prospects when young offenders leave prison, are some of the things that can lead to re-offending. Asking companies to employ offenders and having a reformed character qualification with a portfolio of references from employers would motivate young offenders to make fresh start.” -- Youth Commission member Alex, then (23), after visiting inmates in HMP Glen Parva to discuss reducing offending and re-offending.*

The Youth Commission published a 100-page report of its findings (click <http://bit.ly/1logNcF> to read the report and <http://bit.ly/1ksdwVG> to read the executive summary). The dozen recommendations in the Youth Commission report are now providing a catalyst for changes to the way the police and local partners work with young people.

Sir Clive has now extended the remit of the Youth Commission to include commissioning, the shaping of policy, and the development of the outreach role with young people for the second stage of the Youth Commission in 2014/15.

## **Comparing Police and Crime Commissioners (CoPaCC) Award for Youth Engagement**

Police and Crime Commissioner Sir Clive Loader received an award for his engagement with young people across Leicester, Leicestershire and Rutland during 2013/2014. The Comparing Police and Crime Commissioners (CoPaCC) Public Engagement Award 2014 recognised the work of the Youth Commission and was presented to the PCC at Leicestershire Police Force Headquarters by Bernard Rix, international police advisor and chief executive officer of CoPaCC, an organisation which monitors the work of PCCs and promotes best practice.

The award followed CoPaCC's publication of the "PCCs and Public Engagement" Thematic Report, which provided a detailed examination of PCCs' work in this area. Bernard Rix, chief executive officer of CoPaCC, was impressed by the Leicestershire PCC's approach to engagement with young people stating publicly that 'youth engagement is a key PCC responsibility. The Leicestershire PCC and his Office have an impressive track record in this area, setting an excellent example for other PCCs.'

*"Youth engagement is a key PCC responsibility. The Leicestershire PCC and his Office have an impressive track record in this area, setting an excellent example that many other PCCs could certainly learn from." -- Bernard Rix, Chief Executive Officer of CoPaCC*



## ***The Police and Crime Panel***

The Police and Crime Panel (PCP), which is totally independent of the Office of the Police and Crime Commissioner, oversees the work of the PCC.

Its role includes:

- Reviewing the PCC's proposals for the amount of council tax local people pay towards policing. It has the power to veto these proposals if it considers the amount is inappropriate.
- Considering the PCC's Police and Crime plan and Annual Report.
- Considering the PCC's proposals for the appointment of a new Chief Constable, with the power to veto.
- Investigating complaints about the PCC.

The role of the PCP is not to scrutinise the performance of the Force as a whole or the Chief Constable individually as this is the responsibility of the PCC.

The Panel can request reports from the PCC and, if it wishes, call the PCC to attend its meetings. In addition the Panel can require any employee of the PCC to attend a meeting of the Panel to answer questions in relation to their roles.

The Police and Crime Panel made useful recommendations regarding the contents of the Police and Crime Plan and these recommendations were reflected in the final plan published by the PCC. When that plan was presented to the Panel, it was resolved that "the Panel accepts and supports in full the Police and Crime Plan, as amended in the light of the comments submitted".

At the Leicester, Leicestershire and Rutland Police and Crime Panel meeting on 27 January 2014, the Police and Crime Commissioner submitted his proposal to increase the Band D council tax for police purposes by 1.5% from £173.8750, to £176.4831 and following the meeting, has set the Band D council tax for police purposes at that level. This implies a council tax requirement of £51.083m for 2014/15 across Leicester, Leicestershire and Rutland.

## ***Compliance***

### **Financial Codes of Practice**

The PCC has operated in compliance with the Financial Codes of Practice issued by Parliament. Further details of this can be found in the Corporate Governance Framework <http://bit.ly/1mzkPxd>

### **Policing Protocol**

As the elected PCC for the Leicestershire Force area, the PCC's responsibilities are set out in legislation. The Policing Protocol Order 2011 is issued in accordance with the requirements of the Police Reform and Social Responsibility Act 2011 through which the role of PCC was enacted. The PCC has operated in compliance with the Policing Protocol as follows.

He is responsible for the totality of policing within Leicestershire and he holds the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement (see below).

The Commissioner is responsible for setting the strategic direction and objectives through the Police and Crime Plan ("the Plan") and to decide both the budget and the allocation of funds to support the Plan.

He expects the Chief Constable to demonstrate how he will deliver this vision and strategic priorities as set out in this Plan, within his own delivery plan.

### ***Strategic Policing Requirement***

The Home Secretary's Strategic Policing Requirement (SPR) recognises that police forces need to work cooperatively across force boundaries to plan for, and deliver, effective capabilities to tackle threats that stretch from local to national but which require a response that is rooted in local policing. These threats (such as terrorism, organised crime, public disorder, and civil emergencies) can spread across the country quickly and dynamically (witness the disturbances of summer 2011). The Commissioner's Police and Crime Plan sets out how Leicestershire Police will deliver the SPR.

### ***Delegations of functions made by the PCC***

The Scheme of Corporate Governance was issued in May 2013, was reviewed during the year and, following the Stage 2 transfers on the 1st April 2014, incorporates the Scheme of Consent <http://bit.ly/1mzkPxd>

This sets out the delegations by the Police and Crime Commissioner to a Deputy Police and Crime Commissioner (Deputy PCC) (if appointed), the Chief Executive, the Police Force via senior officers such as the Chief Constable's Chief Finance Officer and the Force Solicitor.

### ***Collaboration***

At a time when resources are shrinking in all sectors and across agencies, it is essential that these issues are tackled in the most joined up way possible. Through the Strategic Partnership Board and associated delivery groups, the PCC continues to work with partners to identify strategic approaches that will result in measurable, positive changes that benefit our communities and which help all agencies work effectively and efficiently together. The police contribute both in time and resource to the shared agenda and the PCC does all that he can to support and encourage partners to do likewise based on their own responsibilities and priorities.

There is an extensive network of partnerships across the Force area and the wider East Midlands, including the Strategic Partnership Board which has been developed to drive and manage whole-system thinking. The Board is supported by an Executive group designed to translate strategy into practice and to report progress to the Board at regular intervals.

The PCC plans to use the resources available to him to understand better the dynamic relationship between prevention, intervention and reduction of crime and non-crime incidents. Then he can commission (in collaboration with partners) for outcomes that will have a measureable impact at all three levels. In a time of reducing budgets, there is clearly a need to maximise the resources we all have through increasing intelligence-led commissioning.

The PCC is confident that the existing partnership landscape, with its current joint commissioning arrangements, will help facilitate this. It is his intention to work with existing and emerging joint/partnership commissioning bodies when commissioning outcomes.

His vision involves looking creatively at the provider landscape too, and is committed to ensuring that the most effective interventions and ideas, whether large or very small, have their value recognised and considered. He is particularly keen that the third sector, charities, social enterprises, voluntary organisations and also small business initiatives remain and grow as part of our provider landscape.

By working together to tackle these themes, using the existing and emerging partnership structures in place, we aim to prevent, intervene and reduce those behaviours and situations which have an impact across all communities and which require extensive police and partnership resourcing to manage. This will entail intervening early, as well as targeting those who cause the most harm or who are at the greatest risk of harm.

The Commissioner seeks to support existing effective partnerships such as the Multi-Agency Public Protection Arrangements (MAPPA), and the associated Multi-Agency Prolific and Priority Offender Management (MAPPOM) teams which all rely on collaboration to target those who cause most harm, or who are at greatest risk of harm. Likewise, he recognises the value of the existing Community Safety Partnerships (CSPs) and works with them so that our priorities are understood and aligned and the impact of our collective actions can be maximised.

The Commissioner intends to continue to contribute to, and support going forward, the many partnership structures currently in place within the Force area.

Police forces in the East Midlands have worked together formally and informally for many years and recognise that joint working is a sustainable way of delivering a wide range of policing services to the people of the East Midlands and at a national level. Considerable momentum and progress has been made in relation to East Midlands Collaboration with commitment from all chief officers in the five forces making up the region (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, and Nottinghamshire).

The Commissioner fully supports this approach and sees it as being essential to the provision of an effective and efficient police service able to meet the challenges of the Century. He works with the other Police and Crime Commissioners in the region to maintain or increase this momentum and to seek innovative and effective solutions which will bring down the cost of policing our streets. He also meets with his PCC peers through the East Midlands PCC Board (EMPCCB) where they seek a common understanding and way forward in collaboration, thus ensuring that the interests of Leicester, Leicestershire and

Rutland are balanced with the regional and national needs of the broader area. Having chaired this Board for 16 months, Sir Clive has now handed that duty to Paddy Tipping (PCC for Nottinghamshire).

### ***Her Majesty's Inspectorate of Constabulary (HMIC) Inspections***

Under Section 54 of the Police Act 1996 a PCC is empowered to commission Her Majesty's Inspectorate of Constabulary to carry out inspections of specific matters of policing within their policing area.

During 2013/14 the five PCCs in the East Midlands jointly commissioned HMIC to conduct a review of the arrangements for collaboration between the five forces in the region. The purpose of the commission was "to provide [the PCCs] with high-level assurance on the overall approach to collaboration between, and by, forces within the East Midlands policing region; by assessing current arrangements; by assessing what is being developed and by considering future possibilities."

HMIC published the report of their findings in November 2013 <http://bit.ly/1jXEsqF>

## ***Independent Custody Visiting Scheme***

Having an Independent Custody Visiting Scheme is a statutory responsibility for a Police and Crime Commissioner. Schemes exist to provide assurance to local communities that they can have confidence in how the police treat people who are held in their custody.

Independent Custody Visitors (ICVs) are volunteers who visit police stations, in pairs, and speak to individuals who are being held in police custody. Visits are unannounced and ICVs arrange between themselves when it is convenient for them to visit. They arrive at the police station and on production of their identity card, are given immediate access to the custody suite. They enter police cells and speak to individuals being held. Conversations with detainees focus on their welfare needs and any issues raised are taken forward on their behalf with the custody sergeant. ICVs also inspect other areas of the custody suite for health and safety purposes. ICVs look, listen, observe and report back on their findings.

ICVs come from a variety of backgrounds and sections of the community. They must be over 18 years of age and have no direct or indirect involvement in the criminal justice system. A comprehensive training programme is provided along with support from other ICVs and the PCC. At the current time the Police and Crime Commissioner has 42 volunteers undertaking this role.

Each custody suite has its own team of ICVs with a team leader, known as a co-ordinator, who is responsible for organising a visit rota and arranging quarterly team meetings. Each pair of ICVs is provided with a 'window' of seven days in which to make a visit. It is left to the ICVs themselves to arrange the time and date the visit will take place and this information is disclosed to no other person ensuring, that the ICVs will be unexpected when they arrive at the custody suite.

The current visiting target is one visit per week to each primary custody suite. During 2013/14, a total of 161 visits were undertaken throughout the Force area which is an increase of seven visits compared to the previous year. Detailed below is the number of visits per custody suite:

- Beaumont Leys/Wigston 48
- Euston Street 62
- Keyham Lane 51

Throughout the year the visiting target was achieved at all custody suites. However one visit could not be recorded at Keyham Lane as no visit form was received by the PCC (although it is understood the visit did go ahead). Beaumont Leys custody suite was closed between August and November for essential maintenance work so no visits were undertaken to the suite during that time. During the closure, Wigston custody suite was opened and the Beaumont Leys team undertook visits to Wigston during this time.

During a custody visit a member of the custody staff will accompany the visitors around the suite but are not present during conversations with the detained person. At the end of the visit a report form is completed by ICVs and forwarded to the PCC. All issues raised by ICVs are reported and monitored by the PCC.

At the time of the visits undertaken in 2013/14, a total of 1,305 people were in police custody. Of these, 579 were offered a visit from ICVs and 561 (97%) were spoken to.

No major issues of concern have been reported from visits undertaken throughout the past year. From conversations with detainees the following requests were made:

- 63 for a doctor/nurse or medication
- 43 for refreshments
- 42 for phone calls
- 39 for reading material
- 30 for blankets
- 24 for an update on their position
- 17 to see a solicitor
- 15 for exercise
- 6 for cell to be cleaned
- 5 for personal washing facilities.

All requests were reported to the custody sergeant with the majority being dealt with at the time.

Other issues highlighted during visits were as follows:

- On checking a custody record, information on 30 minute observations for one detainee was not easily available

Outcome – the observations had been undertaken but were recorded in the custody sergeant's handover screen of the custody record. Staff were advised and ICVs were informed for future reference to ensure they can ask staff to find the relevant information in the custody record. Issues identified were :

- Ligature points in the exercise yard. Outcome – repair and preventative work undertaken.
- A detainee was unhappy with their treatment regarding the provision of medication and basic rights. Outcome – ICVs brought the issue to the attention of the PACE Inspector who spoke with the detainee and explained the complaints procedure. The detainee later declined to make a complaint.

During the year visits were undertaken across all days of the week and at all times of the day and, occasionally, night. This is crucial in ensuring visits do not become predictable and occur at set times. If ICVs visit at times when detainees are sleeping, they can inspect the general cleanliness and safety of the custody suite including kitchens, medical rooms, showers and interview rooms (unless they are in use). A number of health and safety issues including the lack of cleanliness of kitchen areas on occasions, a lack of antibacterial wipes for food temperature probes, cutlery being left in cells and fridge/freezer temperatures not being recorded were recorded during the year. All issues were resolved promptly.

Many of the visit forms received from ICVs contain positive comments regarding their visit including:

- Detainees were very positive in their comments of officers; and
- Prompt admission to custody suite and received courteously by staff.



## ***Complaints***

The PCC is scrutinising and monitoring how complaints made by members of the public about policing are being handled. He receives data on complaints received on a quarterly basis at business meetings held with the Force. Between meetings the PCC undertakes his own dip sampling of complaint files. The outcome of the dip sampling is discussed at the Strategic Assurance Board.

The Force is now publishing the results of misconduct hearings on its website

<http://bit.ly/1h9gW2Z>

There have been three complaints received by the Police and Crime Panel relating to the senior posts within the Office of the PCC (as defined earlier in this report) between 01/04/13 and 31/3/14.

## ***Subsequent Transfer Scheme***

The subsequent transfer scheme was supported by the Home Office and took place with effect from 1 April 2014.

## ***Register of Interests***

A register of Sir Clive's disclosable interests can be found on the PCC's website at

<http://bit.ly/1nvf8S0>

**Section 2) Performance against the Strategic Priorities of  
the Police and Crime Plan**

***Theme: Reducing Offending and Re-offending***

## **Strategic Priority 1: Preventing and diverting young people from offending**

### **Measure:**

- **Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions.**

During the year 2013/14 Leicestershire and Rutland saw a reduction in First Time Entrants (FTEs) of approximately 46% from 407 (2012/13) to 221 (2013/14). For the city there was a reduction of approximately 18% from 260 in (2012/13) to 214 in (2013/14).

Since April 2013, all criminal justice disposals (other than charges) go to a Youth Panel which is made up of representatives from City and County Youth Offending Services and the Police. Each case is considered at the Panel and the appropriate disposal is determined.

For the year April 2013 to March 2014 there have been 798 cases put before the Panel and the main disposals were as follows:

- Youth Cautions 499
- Youth Conditional Cautions 65
- Restorative Justice /Community Disposal 119

The New Youth Police Decision panels have contributed to further diversion of young people from youth courts. Through the New Youth Police Decision young people have received targeted and tailored intervention to tackle criminogenic and welfare needs in order to prevent re-offending.

### ***PCC Funded Diversionary Activities***

**Leicester Warriors To The Hoop** – The project harnesses the attraction of sport and in particular the reputation of Karl Brown, the Leicester-born former US college, Leicester Riders and GB basketball player, to engage young people in positive activities. In addition it uses other sporting role models including Rendall ‘2 tone’ Monroe, (the ex WBA International Super Bantamweight champion and former holder of the EBU and Commonwealth Super Bantamweight titles), who is also Leicester-born and who will join the positive activities

session, share his inspiring life story, and deliver 'boxercise' fitness sessions. The project consists of two elements: basketball -led taster sessions and positive activities sessions.

**Catch 22** – The Catch 22 Community Action Against Crime (CAAC) project is an early intervention project that tackles anti-social behaviour (ASB) associated with 'hotspots' in the Eyres Monsell ward by engaging children and young people at risk of offending; and by reducing the number of first-time entrants to the criminal youth justice system. It aims to positively engage these young people in activities outside of the school week – especially at weekends and during school breaks. CAAC engages children in sporting activities, through involvement in athletics and other clubs, such as Leicester Tigers Rugby Club and Leicester City Football Club. Sports clubs have facilitated some training and engagement opportunities, and players acted as role models for these young people. This work is about changing the current mind-sets of these young people through interaction with positive role models to change and influence their outlooks for their future life and well being.

**Community Projects Plus** – Community Projects Plus (CPP) delivered five weekly targeted positive activity sessions using sport as a tool in five deprived communities of Leicester. The areas, venues and open spaces are targeted using intelligence from Local Policing Units (LPUs) and local partner agencies to engage with 8-19 year-olds at-risk or already involved in risky lifestyles. Coaches engage with young people within these communities and encourage them to attend CPP sessions. While sport is the 'hook' for the young people, the coaches also use the opportunity to have conversations and understand the young people in order to encourage them to make positive lifestyle changes.

**The Safer Leicester Partnership** completed targeted diversionary activities employing street-based teams and additional summer activities targeted at those who are at risk of criminality in Spinney Hills Park and Keyham Lane Local Policing Units.

**Harborough CSP** completed half-term ASB prevention activities to divert young people away from negative behaviour, and engage them in more positive recreational and community activities.

***Focus: Community Remedy passed to PCCs***

During 2013/2014, PCCs became aware of new legislation regarding out-of-court settlements. Under the Anti-social Behaviour, Crime and Policing Act 2014, which became law in March 2014, Restorative Justice (RJ) was officially renamed Community Remedy and the process set to fall under the remit of the Police and Crime Commissioner.

Sir Clive Loader sought the views of people across Leicester, Leicestershire and Rutland on the new process whereby so-called 'low level' or 'local' crime such as minor criminal damage are settled out-of-court with the agreement of the person affected, the perpetrator and the police. As of 28th May, I had received 1,230 replies to my request for public views on community resolution remedies.

The new Community Remedy processes are proven to increase satisfaction among those who opt for them when compared with those who the criminal justice system-centred approaches, such as taking low level offences to court. The process is also proven to reduce bureaucracy thereby increasing the amount of time officers are able to spend on the beat in our communities or on other investigations. Restorative Justice approaches are particularly effective in reducing the number of first-time entrants in to the criminal justice system and in reducing subsequent re-offending among children and young adults.

Community Remedy changes will not affect day-to-day business but will change how police officers record outcomes. Officers will need to categorise any 'Remedy' that they arrange between the victim and offender, and state which Community Remedy category it fits.

For example, instead of going to court to address their vandalism of a fence, the perpetrator would, under a Community Remedy outcome, fix or repair the fence or complete some other remedial action to redress the balance. Community Remedy is set to be implemented in October 2014 following consultation with public, partners and police.

## **Strategic Priority 2: Reducing re-offending among young people and adults**

### **Measures:**

- **Reduction in offending by 18-24 year olds**
- **Reduction in re-offending by 18-24 years olds.**

In 2013/14 there were 221 first time entrants (FTEs), which was a reduction of 186 (47.5%) when compared with the previous year 2012/13 (407 FTEs).

Performance figures from April 2013 to March 2014 show the re-offending rate for those aged 18-24 fell by 62%; the cohort was responsible for 141 crimes as compared to 372 during the previous year.

In 2013/14 there were 66 out of 70 young people (94.3%) who had successful drug and alcohol treatment completions when compared with the previous year, 78 out of 79 (98.7%).

From 1 April 2013 to 31 March 2014 there were five out of 149 (3.4%) young people re-entering structured treatment within six months of a successful completion.

In recent months, the Force has taken the decision to support a research student from the University of Leicester to conduct research into this area. The student will focus on the effectiveness of Out Of Court Disposals (OOC) for low-risk young offenders in terms of their future re-offending. This work will also link to the new Crime Reduction Strategy, helping to demonstrate 'what works' in policing.

Integrated Offender Management (IOM) is a multi-agency team formed primarily from police, probation and drugs workers. This team works with a cohort of the most prolific or high risk offenders and so its contribution is key to overall success.

Leicestershire Youth Offending Services (LYOS) conducts assessment and individualised intervention to those young people presenting the highest risk of re-offending via the Integrated Rehabilitation and Intensive Support provision. This delivers high intensity, individualised and targeted intervention to persistent offenders and additionally offers voluntary support to custody leavers and young people deemed as requiring additional support.

### ***The Young Adults Project (YAP)***

The Young Adults Project (YAP) was established by the Leicester, Leicestershire and Rutland Reducing Re-offending Board (RRB) in October 2013. This was in response to Sir Clive identifying young adults as a priority group within the Police and Crime Plan based on the evidence that they are involved in a disproportionately high amount of crime. This long-standing issue was also a concern shared by partners. With this in mind, the RRB agreed the first phase of the project, an exploratory phase aimed at gaining a deeper understanding of the offending and needs of 16-24 year olds locally and examining the evidence as to what is effective in reducing their offending and re-offending.

Chaired by the chief executive of the Y (a charity based in Leicester), a multi-agency Project Board first met in November 2013. A senior probation officer seconded to the Office of the Police and Crime Commissioner was assigned as project manager and managers from County Youth Offending Service, the Police, the PCC and the Y-Pod were identified as leads for the work outlined below.

It was agreed that Phase 1 would focus on:

1. The gathering and analysis of relevant local data provided by partner organisations
2. The involvement of young adults and the analysis and incorporation of their feedback, ideas and views
3. An exploration of the available research and literature (including good practice guides and site visits to innovative pilot projects) to obtain evidence over what matters and what works with this group
4. Mapping the current system, practices and services to identify strengths of the collective approach, any gaps and areas for improvement.
5. Starting the engagement phase and developing a communications strategy

The YAP project team will present its recommendations to a group of senior managers, representative of the whole criminal justice sector, at the YAP launch event at The Y in Leicester in July 2014.

*“Critically, for Leicester, Leicestershire and Rutland to improve outcomes for young adult offenders, a change in thinking across partner agencies will be required, away from a generic ‘all adult’ approach to one that recognises young adulthood as a distinct stage in life,*



*where a bespoke and tailored approach is needed to support transitions and desistance from crime.” – Grace Strong, Probation Manager and YAP Project Manager*

### Strategic Priority 3: Reducing alcohol and drug related offending and re-offending

#### Measures:

- Increase in the number of successful of drug and alcohol treatment completions
- Reduction in the number of re-entries into structured treatment within six months of successful completion
- Reduction in re-offending rates among those offenders within criminal justice treatment
- Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am
- An assessment and evaluation of the use of late night levy options through partners with a view to implementation.

This performance is measured as a percentage of successful completions as it is relative to the number of clients engaged. Performance is split by the type of substance used and cannot be meaningfully aggregated as there are significant differentials in potential performance between Opiate / Non-Opiate / Alcohol.

#### Increase in the number of successful drug and alcohol treatment completions

	2012/13	2013/14*	
	Published	Published	Un-validated
Opiates	42	26	38
Non-Opiates	14	17	24
Alcohol	82	82	90

\* Published data covers 12 months ended January 2014 rather than the actual Financial Year (i.e. 12 months ended March 2014).

#### Reduction in the number of re-entries into structured treatment within six months of successful treatment

	2012/13	2013/14
Opiates	5	2
Non-Opiates	2	2
Alcohol	Not Available	Not Available

Information is not yet available about the extent offenders under treatment continued to re-offend in the time period covered by the Annual Report is not yet available.

The Police & and Crime Plan recognises that in order to reduce offending and re-offending it is integral that effective, specialist drug and alcohol treatment is available. The Force Substance Misuse Delivery Plan 2013-2014 has built on existing partnerships with commissioned services in order to increase the number of successful drug and alcohol treatment completions, reduce re-presentations and reduce re-offending of those engaging in the Criminal Justice Drugs Treatment programme. One of the Force's primary structures for ensuring an increase in referrals to treatment is the Drug Intervention Programme.

Young people who score 2+ following an asset substance misuse assessment are referred to Leicestershire Youth Offending Service Drug Workers. Where appropriate, they are assessed and are provided with care plans and receive substance misuse programmes from drug workers or are 'sign posted' to other services. A minority of high risk young people are referred for outpatient treatment.

The Drug Intervention Programme has carried out 2,384 tests this year compared with 3,677 last year; this is a reduction of 35%. However, the rate of those who tested positively for drugs has risen from 28% to 37%, confirming that custody suite staff are targeting the right detainees and facilitating the right drugs treatment.

A Force Licensing Strategic Group has been formed in order to identify changes in legislation, track progress of the Late Night Levy and Early Morning Alcohol Restriction Orders (EMROs), and make recommendations regarding their use. The evaluations concluded that economic benefits accrued from the night time economy outweighed any costs that might be incurred and that it is felt that the utilisation of night time levies would potentially be seen as punitive risking the constructive working relationships local authorities have with businesses. In addition, the conclusion was that measures designed to address alcohol harm should be used across whole areas. It was felt that councils might be under a moral obligation to spend monies raised through night time levies on measures specifically benefiting just the areas where the levies were being applied.

There are no current plans at a local partnership level to pursue the Late Night Levy or EMROs. However Leicester City Council – with the engagement and support of the PCC - is at an advanced stage in progressing a Business Improvement District (BID). BIDs are business-led partnerships focused on improving and enhancing commercial areas including

town and city centres, commercial locations and industrial estates. By charging businesses a levy of 1% of the rateable value of their property each year it is believed that funds of between £1 million and £6 million could be raised for city centre investment. This work will be further developed in 2014/15.

The Force has also implemented an Alcohol Waiver Scheme this year. It has enabled nearly 400 people to be diverted on to the Alcohol Awareness Scheme. Alcohol Awareness provides early education on alcohol and its effects together with advice on how to drink responsibly instead of a prosecution for a more minor alcohol-related offence. It links well with the Force's new Crime Reduction Strategy.

A comprehensive data collection process has been designed and implemented, recording the number of incidents in and near to licensed premises between 7pm and 7am. This data has supported the Force in highlighting night time economy hotspots in order to support local policing more effectively. This data informs the 2014/15 Substance Misuse Delivery Plan.

Partnership working has been strengthened since the appointment of the Force Substance Misuse Officer in September 2013. This role has enhanced police knowledge in relation to substance misuse services and has increased the opportunities for multi-agency working to solve local issues.

Significant work has been undertaken in relation to Novel Psychoactive Substances (NPS) – sometimes know as 'legal highs' - which present a new challenge to policing as they are not covered by the Misuse of Drugs Act 1971. Partnership work continues to identify the threat to the Force and also to develop a Local Needs Analysis. NPS briefings have been delivered widely to officers and partners.

The Probation Trust continues to chair the Local Reducing Re-offending Board which brings together partners to tackle issues which lie behind the re-offending of young people and adults. This area continues to have one of the lowest re-offending rates in the country, which is a tribute to the work of partners through services such as Integrated Offender Management, where priority offenders are identified, closely monitored and offered support to address issues of unemployment, debt, homelessness or drug and alcohol misuse. These services are offered to offenders on community services or on release from prison. In particular the REACH employment service has demonstrated that getting offenders into work has a significant impact on reducing re-offending. To this end, the PCC is sponsoring on, a project called '9+1' where he is working with partners to provide greater job opportunities for

ex-offenders / ex drug users. The Reducing Re-offending Board has commissioned the Young Adults Project (YAP) to consider how to address better re-offending by 16 – 24 year olds, a group of offenders who commit a third of crime. The initial report and proposals will be launched on 5 July 2014.

The Probation Trust also delivers alcohol and drug treatment services in partnership with Inclusion Healthcare, identifying problematic offenders in police stations, the courts and providing treatment in the community, HM Prison Leicester and following release. This unique end-to-end treatment pathway is commissioned by a range of partners and has been effective in reducing re-offending over several years. While not all offenders are immediately 'cured' by providing effective treatment, prolific offending is significantly reduced.

The Probation Trust itself comes to an end on 31 May 2014, and its business will transfer to a National Probation Service (NPS) dealing with higher risk offenders and a community rehabilitation company for Derbyshire, Leicestershire, Nottinghamshire and Rutland, dealing with lower risk offenders and the alcohol and drug treatment services. The PCC is looking forward to an equally close working relationship with the new NPS.

### **Focus: A BID to address alcohol-related anti-social behaviour**

In November 2013, Sir Clive Loader visited the city to listen to the views of local people. In the meeting held in the home of Mr and Mrs Allum in New Walk, Leicester, Sir Clive heard the views of local residents, bar managers, City councillors and the police in the relation to noise and alcohol-related anti-social behaviour in the city centre.

“Together, with support of the City Council and local police, we will energise the debate about what, in addition, can be done at a strategic level to maintain a safer city centre which is family-friendly after the hours of darkness.” -- Sir Clive Loader

This discussion was revisited in April 2014 when Sir Clive and City Mayor Sir Peter Soulsby announced they were backing plans for a business improvement district (BID) in the city, where businesses pay an extra levy, collected through business rates, to fund specific improvements and services within that area.

In Leicester, the BID is intended to bring leisure and retail businesses together, acknowledging the importance of all our city centre businesses in creating a vibrant city

centre, day and night. There will be a focus on the evening and night time economy, to create opportunities for further growth.

The extra levy could be used for more marketing of the city, to make sure more people know about the diverse range of retail, leisure, heritage and cultural activities on offer in the city centre.

Ideas include introducing services such as taxi marshalling in the evening to help make the night-time environment safe and welcoming. The value of the BID will depend on the size of the BID area, which has yet to be determined, but it is thought that it will be at least £1m. Businesses in the city centre will be asked to vote on whether they want a BID.

*“BIDs in other towns and cities have been a great way of giving local companies a stake in the future success of their areas. I welcome these moves to establish one in the city centre and will give all the help I can to see a successful BID set up in Leicester.” -- City Mayor Sir Peter Soulsby*

*“A BID represents an excellent opportunity to build on successful established partnership initiatives to reduce crime and anti-social behaviour in the city, enhancing the safe and welcoming visitor experience Leicester provides.” -- Sir Clive Loader*

## **Strategic Priority 4: Reducing crime and ASB caused by families in a Troubled Families Programme**

### **Measures:**

- **Reduction in re-offending within families engaged in a troubled/supported family programme**
- **Reduction in recorded ASB committed by families engaged in a troubled/supported families programme**

The Troubled/Supporting Families programmes seek to change repeating generational patterns such as anti-social behaviour, crime, worklessness and poor parenting in the most troubled families in Leicester, Leicestershire and Rutland, with both national government and local partners investing money and other resources.

These families are often characterised by there being no adult in the family working, children not being in school and family members being involved in crime and anti-social behaviour. These families almost always have other long-standing problems which can lead to their children repeating the cycle of disadvantage. If a family meets the relevant criteria for the programme, a support worker is assigned or they are referred to a service provider for additional support.

The main aims of the programmes are to:

- get children back into school
- reduce youth crime and anti-social behaviour
- put adults on a path back to work
- reduce the high costs these families place on public services.

Troubled/Supporting Family Boards provide strategic oversight and take place in each programme area within Leicester, Leicestershire and Rutland. The programmes were launched in 2012. As at March 2014, nearly 1,000 families who were involved in ASB, had a young person involved in crime and/or were affected by truancy/exclusion from school have been supported. This includes 330 families in Leicester city, 589 in Leicestershire and 10 in Rutland.

There were small numbers (7) of offenders from troubled/supported families in the IOM cohort. These 7 offenders committed a total of 18 offences.

***Theme: Supporting Victims and Witnesses***



## **Strategic Priority 5: To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse**

### **Measures:**

- **50% Domestic Abuse with Injury crime outcome rate**
- **90% Satisfaction rate**

Recorded crime for domestic related violence has increased from 3,911 to 4,194 (7.2%) when compared to 2012/13. The crime outcome rate for domestic related violence with injury is 52.1%. The victim satisfaction was approximately 86.0%.

A recent report by Her Majesty's Inspectorate of Constabulary (HMIC) commended Leicestershire Police on being the only Force to specifically survey victims of domestic abuse. A national satisfaction survey is now being developed, based on the Leicestershire model with the input of Leicestershire Police.

The Force has developed a local agreement with the Crown Prosecution Service (CPS) that any matter listed in a Specialist Domestic Violence Court (SDVC) send its result on the same day directly to the Witness Care Unit (WCU). This update includes information about bail conditions, restraining orders, and sentencing. The key point is that it allows the Witness Care Officers to update the victim almost immediately, hence increasing victim satisfaction.

The Force has also set up bi-monthly meetings with the Crown Prosecution Service to develop best practice around "victimless" prosecutions.

Further enhancements to the service provided for those who suffer domestic abuse are likely to be realised through the implementation of body worn video. Wearing video cameras by operational officers can increase opportunities to obtain initial accounts from witnesses and improve evidence gathering at scenes of crime. This is especially relevant with domestic abuse cases and assists in providing support for victims and opportunities to seek earlier guilty pleas. The benefits of this programme include a likely reduction in offending and re-offending.

## **Strategic Priority 6: To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences**

### **Measures:**

- **Under review in line with IPCC and HMIC guidance**
- **Recorded crime for serious sexual offences has increased from 742 to 877 offences, an increase of 18.2%.**

Reports of rape have increased by 46.8%. This is largely due to a change in recording practices, whereby an allegation of rape is immediately recorded as such, pending investigation and confirmation of the offence (previously it was only recorded as rape once the offence had been confirmed). The crime outcome rate for serious sexual offences at the end of the year stands at 23.4%.

There is a training programme under way for specialist police staff who deal with sexual offences; this improves their interviewing skills and provides professional development. In addition, no allegation of rape is filed as “No Crime” without authority from the Force Crime Registrar.

### **PCC Funded Projects**

**New Futures** completed a mentoring project to support young people who are being abused through Child Sexual Exploitation (CSE). Its aims were to:

- Continue to safeguard the young people while they are still involved in sexual exploitation, supporting them to utilise their strengths and resilience while focusing on issues such as positive relationships, recognising violent relationships, risk taking behaviours such as going missing or using drugs and/or alcohol as well as immediate and future consequences for involvement in criminal activity.
- Help young people to reintegrate back into mainstream support systems such as education, health and drugs and alcohol treatment where there is a need.
- Support young people to plan future aspirations such as education, careers and employment, thus preventing them from involvement in adult prostitution, drug and alcohol misuse and other associated criminal activities such as shoplifting.

- To assist the police to pursue criminal interventions by collating intelligence from the young people (with their consent) on those who perpetrate sexual crimes against them.

**Rutland CSP** completed the Child Sexual Exploitation and E-Safety Prevention Project, a proactive programme targeting vulnerable young people who are potentially at risk of online abuse, grooming and Child Sexual Exploitation. It provided:

- Dedicated e-safety training in secondary schools
- Targeted group support to young people who have been victim of CSE and/or have been identified as vulnerable and at risk. The Love for Life Programme is a six-week project with a focus on self-esteem, sex and relationships guidance, sexting, body image and the media
- Staff training

## **Strategic Priority 7: To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences**

### **Measures:**

- **55% Crime outcome rate**
- **88% Satisfaction rate**

For the year 2013/14:

- Recorded hate crime has decreased from 971 to 862 (11.2%)
- The crime outcome rate for hate crime offences was 45.8%
- The victim satisfaction rate for service relating to hate crimes was approximately 83.7%.

During the year, over 50 community engagement events have received contributions by police staff in relation to hate crime promoting the *Stamp It Out!* anti-hate crime project, including educational venues, sporting venues and health service venues.

The Force hate crime officer is working with University of Leicester's Centre for Hate Studies on a funded project to understand the impact of hate crime; this work is likely to be of national significance.

*"The University of Leicester's Centre for Hate Studies' work highlights the degree to which we need to explore victim-focused ways of supporting those who have experienced hate crime. The victim experience or 'journey' will play an important part in informing how the PCC will commission organisations to deliver positive outcomes for victims and witnesses when funding passes from the Ministry of Justice to Police and Crime Commissioners in October 2014." -- Paul Stock Chief Executive of the Office of the Police and Crime Commissioner for Leicestershire*

The past year has also seen the introduction of Hate Crime Scrutiny Panels; they review and monitor the investigation of hate crime offences in an objective way.

### ***Funded training for Hate Crime-related incidents treated by the Leicestershire Partnership NHS Trust***

The PCC provided funding to the Leicestershire Partnership NHS Trust in order that they can enhance the knowledge of the implications of Hate Crime among both their staff (by use of new training aids) and people with whom they are dealing. It is hoped that this will help to improve the reporting of hate crime and hence the ability of the police and other agencies to provide a better service to victims.

### ***Stop and Tell Campaign by Leicestershire County Council***

Promotion took place across Leicestershire in March 2014 during the *Stop and Tell Campaign* week, an initiative co-ordinated by Leicestershire County Council's Hate Incident Monitoring Project (HIMP). The partnership agreed to promote the campaign using the strap line: 'Respect difference, say **NO** to hate'. Partners also agreed to use this strap line for the campaigns during 2015 and 2016.

Multi-agency planning meetings took place to plan the programme for the 2014 campaign. A programme of work and events was co-ordinated with partners to ensure that the campaign message was represented across the county and that relevant information and advice was offered throughout the week. Five training events were delivered by the HIMP for front line staff within the Adult and Communities Department.

The [www.leics.gov.uk/repothate](http://www.leics.gov.uk/repothate) link received 507 visits during the campaign week, a slight decrease in comparison to 600 visits during last year's campaign. The information below also details the number of visits to the website the month prior to and the month of the campaign week last year in comparison to this year.

January 2013 – 182 visits

February 2013 – 892 visits

February 2014 – 170 visits

March 2014 – 574 visits.

***Focus: PCC and MENCAP reach out to deliver the facts about Mate Crime***

In March 2014, Sir Clive met with the MENCAP We Think group, supporting people with learning disabilities, to discuss hate crime, 'mate crime' and the additional services provided by the police to support learning disabled people in giving evidence.

'*Mate Crime*' is a term that is used by some communities to describe when a person is befriended by someone or a group of people who then abuses them or commits crimes against them. The victim of these types of incidents are normally people with learning disabilities and have on occasions resulted in the person being murdered - for example, Gemma Hayter who was tortured and murdered by people she classed as her friends (<http://bbc.in/1pf7Nlv>).

*"It is important that the MENCAP We Think group and the people they represent know that the police are there for them and will support them in making a stand against those who bully and abuse them." -- Police and Crime Commissioner Sir Clive Loader*

*"I've been bullied before. I'll never forget about it. The police take it serious – they come and talk to you and take it further if it needs to be taken further." -- Zoe Goodwin co-chair of the MENCAP We Think Partnership Board.*

## **Strategic Priority 8: To prevent anti-social behaviour and to continuously improve the quality of service and response to victims of anti-social behaviour**

### **Measures:**

- **85% Satisfaction rate**

Between April 2013 and March 2014 the victim satisfaction rate for service in relation to anti-social behaviour (ASB) was approximately 79%.

The Force has undertaken a detailed analysis of this decline and is keen to reverse the trend. As a result, all Local Policing Unit Commanders have contributed to a self-inspection programme relating to ASB and Neighbourhood Policing; this work is governed through an associated strategic group.

The Force is keen to implement the forthcoming national ASB legislation and is providing significant training on new policy and procedures for all staff involved. The Force is also leading for the region in the development of a mobile phone “app” and manager briefing guides. These initiatives will also feed in to the Force Crime Reduction Strategy.

The partnership database for recording and assessing ASB, the Sentinel System, continues to develop in line with partners’ needs and recording practices.

For the forthcoming year, the Force will implement the Greater Leicester Area ASB Cars service. This has been enabled through the ASB precept agreement. The enterprise will work to deliver solutions to ASB between 3.30pm and midnight, 7 days a week, with the cars being crewed by Police Officers and Police Community Support Officers (PCSOs).

Linking in with this initiative is the Force commitment to implement body worn video for operational officers. The organisation was successful in its bid to the Home Office Innovation Fund during 2013 and has bought a further 500 cameras.

### ***Focus: Designated police cars to tackle Anti-Social Behaviour***

Discussions began in 2013/2014 to shape a dedicated service to tackle ASB. Leicestershire Police launched three new police cars in May 2014 dedicated to tackling anti-social behaviour. The Police and Crime Commissioner has continually stated his commitment to dealing with anti-social behaviour (ASB). The new service, which will see three cars dedicated to patrolling designated areas seven days a week from 3.30pm to midnight, reflects a more robust approach to tackling ASB as outlined in Sir Clive's Police and Crime Plan. The new service will be funded from a portion of the additional revenue collected via the 1.5 per cent increase in the 2014/2015 precept, which is the element of the council tax that goes towards policing.

The cars, along with an additional 28 police community support officers (PCSOs), are additional resources and will be targeting areas where analysis shows anti-social behaviour can be a problem. The areas that have been identified are: Leicester city, and parts of Oadby, Wigston, Blaby, Market Harborough, Hinckley and Bosworth, and Charnwood.

There are a number of principles that officers work to when dealing with ASB. These include: offering victims advice, telling the victim/caller what has been done, and keeping them informed as to what is being done next. One of the ways they will be kept updated is via a short messaging service (SMS) that will allow officers to keep the victim informed on the progress of the incident.

*"The new service underlines my commitment to tackling anti-social behaviour. I am keen to ensure local people receive something demonstrable for the increase in the precept."*

*-- Police and Crime Commissioner Sir Clive Loader*



## **Strategic Priority 9: To continually improve the quality of service and response to victims of crime**

### **Measures:**

- **85% 'all user' Satisfaction rate**
- **1% increase to this target, year on year, to achieve an overall satisfaction rate of 88% by the end of 2016.**

Between April 2013 and March 2014 results showed that approximately 85.8% of respondents were satisfied with the service they received from Leicestershire Police.

The Witness Care Unit continues to provide support and information to victims and witnesses once a suspect has been charged with an offence. Support is prioritised towards those victims and witnesses in greatest need, for example, those who are vulnerable or intimidated, involved in cases of hate crime, or those who have particular support needs. Body worn video is a further initiative designed to improve quality of service to the public. Initial trials have demonstrated that videoing crime and ASB-related incidents increase confidence in the police and improve the chances of prosecution.

***Theme: Making Communities and Neighbourhoods Safer***

## **Strategic Priority 10: To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland**

### **Measure:**

- **75% Confidence rate in the Community Based Survey that the 'police are doing a good job'**

Between April 2013 and March 2014 results showed that approximately 79.5% of respondents said that the police in their area were doing a good job.

The progress made under each area of service delivery has put Leicestershire in a good position to make continuous improvements to the service it provides for victims and witnesses.

Since October 2013 an Out of Court Scrutiny Panel has been in place to review criminal cases that were concluded by way of an 'out of court disposal'. The intention is to provide scrutiny of these decisions, increase public understanding and trust in these methods, and to identify areas for policy and practice development.

The purpose of the Panel is not to re-judge the cases but to assess the process and identify any appropriate learning to assist with improvement.

Of the 30 cases scrutinised by the Panel in October/December 2013, 26 (87%) were deemed to have been dealt with appropriately.

Out of Court Disposals include cautions, conditional cautions, fixed penalty notices, cannabis warnings and community resolutions.

## **Strategic Priority 11: To reduce all crime**

### **Measure:**

- **5% Reduction in all crime**

During the year 2013/14 the total number of crimes reported rose by 3.3%, from 58,805 offences to 60,752 offences.

Crime reduction activity reflects the priorities of the Police and Crime Plan, using an evidence-based problem solving approach. Structured control strategies are in place addressing key areas of risk and threat as identified through the Force Strategic Assessment. Each control strategy has an identified lead, with strands dealing with prevention, intelligence, enforcement and reassurance (satisfaction). These strands include communities and partners in solving locally identified issues through the community safety partnerships.

Daily activity is directed through the well-established intelligence, briefing and patrol arrangements to prevent crime and anti-social activity, with effective links between the local daily intelligence review and Basic Command Unit, Force and regional daily management meetings. Repeat victims are identified through assessment and problem solving by specialist support teams within the Delivering Justice Directorate, for example, the Domestic Abuse Investigation Unit ensures that intelligence and information underpin the investigative process. The Intelligence Research Centre also provides quick time review of intelligence and trends, with all ASB reports searched, using a police search engine named Genie 2, as part of the investigation process and subject to an eleven point risk assessment. If this identifies a repeat victim, location or offender, action is automatically taken.

The Force has an effective Integrated Offender Management (IOM) structure, collocated in Leicester city centre, with an IOM hub information sharing between agencies.

The Force is currently developing “evidence-based policing”, building on the success of a conference held at Loughborough University. This is developing the links with academic establishments, other police forces and the College of Policing, and is using Randomised Control Trials (RCTs) to ensure better understanding of what works in policing, where and why.

## **Strategic Priority 12: To reduce Domestic Burglary and ensure a positive outcome for victims of Domestic Burglary**

### **Measures:**

- **13% Reduction in burglary**
- **25% Crime outcome rate**
- **90% Satisfaction**

During 2013/14 offences of domestic burglary rose by 6.7% from 3,935 offences to 4,199 offences.

The positive outcome rate reduced from 23.2% to 13.4% and the victim satisfaction rate for 2013/14 was approximately 89.1%.

The Force has made sustained efforts in its fight against burglaries, the most high profile initiative being Operation Tiger.

Operation Tiger used officers and staff throughout the organisation, including all officers up to and including the Chief Constable, with the Police and Crime Commissioner witnessing at first hand the activity to target prolific offenders and warrant enforcement. A sustained media campaign emphasised the outcomes, with effective use of the Force's social media accounts supporting the internal and external elements of the campaign. The operation continues at the present time. Thus far, almost 600 arrests have been made under Operation Tiger – many of these being those who cause most harm (eg drug dealers, burglars etc.).

### ***Partnership Locality Fund grants for City target hardening***

**The Leicester City CSP** completed the installation of alley gates in high burglary areas, sensor lighting, dimmer switches for communities vulnerable to burglary and other target hardening and measures and crime prevention campaigns. Issues are those known to occur at certain times of year.

**Blaby and Hinckley CSP** completed a *Dark Nights* campaign for burglary prevention and

a security and lock target hardening scheme to support people at risk of harm, victims of crime and those most vulnerable. The scheme also supported victims of domestic abuse where it allowed the victim to return and remain in their own property, following an incident.

## **Strategic Priority 13: To reduce Violence against the Person with Injury and ensure a positive outcome for victims**

### **Measures:**

- **2% Reduction in violence against the person with injury offences**
- **50% Crime outcome rate**
- **82% Satisfaction with service for victims of violent crime with injury**

For the year 2013/14 Leicestershire Police crime statistics show that Violence against the Person with Injury increased by 15.7%, from 4,365 offences to 5,052 offences.

The associated crime outcome rate for Violence against the Person with injury offences was 51%, a rise from the previous year's figure of 49.6%.

As a further measure of the view of victims, the customer satisfaction rate for violence against the person with Injury offences was approximately 78.1%.

The Youth Knife Crime Awareness Programme has worked with schools to discuss the dangers of carrying a knife or bladed weapon. This programme is set to continue.

School workshops have been delivered in partnership with HM Prison Manchester to over 10,000 young people in Leicester, Leicestershire and Rutland. There has been a more targeted approach around serious and violent crime to those schools shown to be in more need of this information.

The Force ran a successful gun amnesty in 2013. A total of 131 weapons and over 2,000 rounds of ammunition were handed over to the police during this, the first firearms amnesty in ten years.

Throughout the amnesty, people of Leicester, Leicestershire and Rutland had the opportunity to rid themselves of any unwanted or unlawfully held firearms and ammunition. A variety of weapons were handed into local policing units across the city and county:

- 7 real revolvers/pistols/handguns
- 6 real rifles
- 49 shotguns

- 3 stun guns
- 23 imitation/blank firing/flare guns
- 43 air weapons

While gun crime within Leicester, Leicestershire and Rutland is statistically low, Leicestershire Police uses measures such as the amnesty to ensure it doesn't become a problem in the future.

The City Basic Command Unit has a dedicated violent crime team; its members manage all violent crime prisoners for the City ensuring that violent crime investigations are dealt as quickly as possible.

The Counties Basic Command Unit runs Operation Positive Outcome to drive outcome performance.

The Force decision to introduce body worn video will also increase opportunities to gather witnesses' first hand accounts and evidence gathering at scenes of crime. It has been shown that where video evidence is available it can lead to earlier guilty pleas, a reduction in bureaucracy and to reduced re-offending. By way of example, trials in the US have shown that using body worn video decreases the length of time it takes to record a statement and decreases the number of complaints against the police.



## **Strategic Priority 14: To reduce vehicle crime and ensure a positive outcome for victims of vehicle crime**

### **Measures:**

#### **Theft from Motor Vehicle**

- **14% Reduction in theft from motor vehicle**
- **9% Crime outcome rate**
- **85% Satisfaction rate**

#### **Theft of Motor Vehicle**

- **10% Reduction in theft of motor vehicle**
- **23% Crime outcome rate**
- **85% Satisfaction rate**

Force figures show that theft from motor vehicle offences rose by 3.1% during the year 2013/14. The total number of vehicle crime offences was 5,396.

Positive outcomes reduced to 7.7% from 12.3% the previous year. The victim satisfaction for theft from motor vehicles was approximately 87.2%.

For the offence of theft of motor vehicle, the number of crimes recorded increased by 6% to a total of 1,114.

The positive outcome rate decreased from 32.6% to 20.3%. The victim satisfaction for theft of motor vehicles was approximately 82.8%.

The Force has spent £150,000 to place Automatic Number Plate Recognition (ANPR) cameras at strategically placed sites across the roads network; these increase cross-border intelligence with other forces and assist in the identification of travelling criminals. The ANPR function helps to underpin the Force Crime Reduction Strategy.

Within the Force, the Operation Dynamo Auto team reviews and manages vehicle crime, looking for trends to enhance detection opportunities.

The Force has also increased its partnership approach through Business Watch, Farm Watch, and a Vehicle Crime initiative involving motoring retailers and local garages.

Targeted crime-related messages sent out to subscribers via the Force Neighbourhood Link system have captured the imagination of farmers across the Melton and Rutland area and have increased the amount of intelligence submitted to the police.

***Theme: Protecting the Vulnerable***

## **Strategic Priority 15: To prevent child abuse and child sexual exploitation and provide a safe and supportive environment for victims and witnesses**

Partners have agreed to work together to agree the most robust and focused support to these victims and witnesses.

The chair of the Leicestershire Safeguarding Children's Board has been tasked with developing measures to ensure a safe and supportive environment for victims and witnesses of child abuse and sexual exploitation.

The Force is pleased to say that the Child Sexual Exploitation team has been introduced and developed over the past year.

Additionally, social workers now join the police Missing Person Teams, working together to improve the identification and management of missing children who are deemed at risk of exploitation.

### ***Focus: Safeguarding***

The Leicester, Leicestershire and Rutland Local Safeguarding Children and Safeguarding Adults Boards receive funding from the Police and Crime Commissioner. During 2013/14, there have been a wide range of safeguarding activities carried out under the authority and guidance of the Boards. For Leicester City Council, there is a separate Safeguarding Children's Board and a Safeguarding Adults' Board with supporting board offices. Leicestershire and Rutland Councils have a combined board office that supports a Safeguarding Children's Board and a Safeguarding Adults' Board across the two authorities. There is much joint working in order to maximise the impact of their efforts, improve partnership working and reduce duplication.

The main purpose of the Boards is to ensure the effectiveness and impact of safeguarding services across the areas and to carry out reviews (such as serious case reviews) when things go wrong.

The Safeguarding Boards seek assurance that the help and protection services for children, young people and vulnerable adults, offered across the partnership of agencies within the area, are increasingly effective. This includes services for early help such as the Families

First programme in Rutland, the Supporting Leicestershire Families programme and the Think Family programme in Leicester. The focus of this work is that more is done at an earlier stage, (early intervention) stopping people progressing into more acute services.

Leicester Safeguarding Adults Board Annual reports <http://bit.ly/1io8Zl6>

Leicester Safeguarding Children Board Annual reports <http://bit.ly/1h979tQ>

Leicestershire and Rutland Adult and Children Safeguarding Board Annual report (combined) <http://bit.ly/1nQi8qm>

## **Strategic Priority 16: Improving the response, service and outcomes for those with mental health needs**

### **Measures:**

#### **By December 2013:**

- **Key stakeholders to complete a review of the identified partnership priority areas so to facilitate evidence based planning.**
- **To develop a programme of joint working between key stakeholders further to the above review and findings around the partnership priority areas.**
- **Agree a broader set of specific outcomes and measures for all key stakeholders.**

The Strategic Partnership Board identified the need for a senior level Mental Health Partnership Group which is chaired by a representative from the West Clinical Commissioning Group (CCG). To date the Partnership Group has:

- identified the key stakeholders and local programmes and strategies which impact on mental health;
- mapped the various boards, groups, and meetings whose terms of reference, or where un-constituted, agendas cover aspects of mental health and well-being;
- contributed data and information which have been collated to develop a snapshot partnership landscape picture around mental health and well-being; and
- agreed to support the funding of a Mental Health Partnership Development Manager Post to help shape the strategy going forward and coordinate partner actions and engagement.

The work completed so far has enabled the partnership group to recognise the complex arrangements and resource deployment associated with all types of mental health incidents, for example, detentions under Section 136 of the Mental Health Act. Work is under way to:

- Develop partnership data to analyse partnership activity; and
- map the patient/client/citizen's journey from mental health incident to final handover.

The Criminal Justice Liaison and Diversion service is a provision delivered in partnership by Leicestershire Partnership Trust (LPT), Leicestershire and Rutland Probation Trust and

Leicestershire Police. The service provides access to mental health professionals at all levels of the Criminal Justice System within Leicestershire and Rutland. The Leicestershire scheme is one of just ten pilot areas being funded by the Department for Health to guide the future national provision of Liaison and Diversion services. The key aspects to this service are that it provides a service to all age groups 24 hours a day. The Liaison and Diversion team operates within police custody suites, the court system and within the Probation Service. In police stations the nurses' duties include helping officers to respond to calls and identify those with problems.

Since January 2013, the scheme has operated a mental health triage car which is driven by a police officer and an accompanying mental health nurse from the crisis service operated by the LPT. It aims to improve the service provided to people who are experiencing difficulties with their mental health or learning disabilities, and who find themselves in crisis or part of a police encounter. The scheme has been nationally commended.

This triage car approach appears to have led to a reduction by 33% in detentions under Section 136 of the Mental Health Act. The car deals with 120 cases per month and the average length of detention for those involved is now approximately five hours (these having previously averaged eight hours).

### ***Mental Health Concordat***

In February 2014, Leicestershire Police pledged to share the way it works with people with mental health issues with Forces around the country. Throughout 2013/2014 the Force has pioneered a number of initiatives to improve the way people with mental health are treated. This work is to be shared further with other forces, other agencies and their workers, under a Mental Health Concordat.

The Concordat core principles and outcomes are:

- access to support before crisis point;
- urgent and emergency access to crisis care with the explicit recognition that police officers should not have to consider using police custody as an alternative just because there is a lack of local mental health provision (or availability) at certain times of the day or night;
- the right quality of treatment and care when in crisis; and

- recovery and staying well, and preventing future crises.

The agreement has been set up by the College of Policing and the Association of Chief Police Officers at a national level. As part of the Concordat, the College of Policing has agreed to review all the training that new police officers receive so that they are following best practice.

*“As PCC for Leicestershire, I am pleased to say that Leicestershire Police is ahead of the curve nationally with regard to establishing an effective multi-agency response for individuals in mental health crisis. The Mental Health Concordat agrees a similar level of commitment nationwide and presents an opportunity in Leicestershire to deepen further our partnership working, ensuring local people receive the most appropriate care and support, delivered at the right time and in the right place.” -- Police and Crime Commissioner for Leicestershire Sir Clive Loader*

Recent Leicestershire Police initiatives include:

- the mental health triage car – a joint initiative with Leicestershire Partnership NHS Trust, where a nurse and police officer attend incidents together to find the best way of resolving them;
- the Stamp It Out campaign, which encourages people to report hate crime if they have been victimised for their mental health problems or anything else that makes them appear different;
- the custody project – where those detained for crimes are offered a mental health assessment, which may point them to support from other services; and
- a booklet describing what powers officers have and when they should use them was issued to all operational officers and staff.

To read the Mental Health Concordat report click here <http://bit.ly/1jXqjIO>

### ***Focus: PCC praises work of NHS arts engagement***

Police and Crime Commissioner Sir Clive Loader has praised the work of NHS arts engagement staff in Leicester, Leicestershire and Rutland who have provided outreach programmes throughout 2013/2014 to meet the needs of those living with diagnosed mental health conditions who can often feel disengaged or excluded from mainstream social activities.



Sir Clive visited the project held at the Embrace Arts Centre in Leicester to speak with service users and discuss how the project makes a difference to their lives. The ArtSpace arts engagement drop-in project, led by the Leicestershire Partnership NHS Trust, supports the creative aspirations of dozens of people, curating and exhibiting their work in public buildings and art studios across the city.

The partnership working between Leicestershire Police and Leicestershire Partnership NHS Trust ensures local people living with diagnosed mental health conditions receive the support and care most appropriate to their situation and need.

*“It is important that police and NHS staff are able to offer the best support to people in the right places at the right times. Successful arts projects like ArtSpace mean more people are actively engaged in supported community activity and less likely to be isolated and disengaged, sometimes accessing emergency services at the point of crisis,” -- Sir Clive Loader*

## **Strategic Priority 17: To reduce the number of repeat missing person reports**

### **Measures:**

- **Reduction in number of missing person reports**
- **Reduction in police time and cost spent dealing with missing people**
- **Reduction in reports received from the nine key locations**

It should be noted that Leicestershire Police is complying with a new national definition of a “missing person” which has significantly reduced the number of recorded reports.

Nonetheless, the following statistics are included for completeness:

During the year the number of “missing person” reports has decreased by 73.1%.

The numbers of persons reported to the police as “missing people” fell by 42.0% in 2013/14 as compared to the previous year, likewise those reported as “absent people” fell by 52.4%.

Over the same period, the percentage of repeat missing people has decreased from 23.65% in 2012/13 to 21.26%.

The identified nine key locations accounted for 1,240 reports in 2012/13 and less than 400 in 2013/14.

### ***Child sexual exploitation (CSE) research project in conjunction with the University of Leicester***

Children from care homes make up the greatest percentage of missing people reports in Leicestershire. An undergraduate criminology student from the University of Leicester, completing a three- to six-month internship for the PCC, is designing a research project which focusses on children and young people living in residential care homes, who repeatedly go missing and are more likely to be victims of child sexual exploitation (CSE). The project will use a preventative approach, whereby the children and young people will be educated, through various workshops, on the risks of going missing and being sexually exploited. Another aspect of the research will focus on return interviews and ‘safe and well’ checks, in an attempt to gain a better understanding concerning those who repeatedly go missing. Through this research project, the Force - alongside key partners - will be able to

understand the best approaches to reduce the number of children and young people who repeatedly go missing, and reduce the numbers of children who are sexually exploited.

***Theme: The Financial Challenge***

## **Strategic Priority 18: With staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016**

- **A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in this Plan within the resources available.**
- **Evidence based business cases for change, developed from and based on current project mandates and options under consideration.**
- **Implementation of options approved through the Leicestershire Police Change Board.**

The 2014/15 plan, produced as an appendix to the Change Plan 2013-17 which was released in June 2013, set out recommendations for meeting the funding gap expected during the 2014/15 financial year. The projected funding gap at that time for the 2014/15 financial year was £4.4m.

There were a number of options proposed, each assessed in terms of delivery in 2014/15 against the following two risks:

- The impact on the delivery of the Police and Crime Plan
- The dependence on building the foundation for further transformative change towards our stated strategic objective:

*'With our staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016'.*

While the options proposed were those that were believed to be achievable at the time of writing (June 2013), some required more development than others to determine their feasibility for implementation during the 2014/15 financial year, and subsequently some changes have been necessary.

It was intended that the savings delivered in the 2014/15 financial year were going to be largely transactional in nature, to ensure that where appropriate non-staff efficiency savings could be maximised, police officer posts modernised where warranted powers were not required, and (where appropriate) vacant posts removed from the establishment.

What this would mean is that the Force would not look or feel very different to staff or the public through this period; the major transformational change would come later.

In 2013/14, the Office of the Police and Crime Commissioner for Leicestershire's budget was managed and monitored tightly during the year in conjunction with the Force and this reflects the very tight financial environment and reducing funding year-on-year. As a result of this, the final outturn for the year resulted in a very small underspend of £57k which, when compared to a budget of over £173.5 million, equated to a variance of only 0.03%. The full detail will be included in the 2013/14 Statement of Accounts which are compiled, audited and published separately by the end of September 2014.

***Focus: Changes to Leicestershire Police's front enquiry service***

Changes to Leicestershire Police's front enquiry service were approved by the Leicestershire Police Change Board on Tuesday 29 October 2013 following a review of the service to ensure that police station opening times better matched demand. Leicestershire Police had 17 front enquiry desks and footfall data revealed that at some stations there was one person an hour on average walking through the door. These numbers are a result of the changes in custody provision and the increase in other methods of contacting the police (such as email, beat surgeries, web chats, booking an appointment and social media). There are yellow telephones on the outside of all police stations that connect straight through to the Contact Management Department.

It was agreed to reduce the opening hours of 14 of the Force's 17 front enquiry desks and remove the service at three locations – Syston, Lutterworth and Belgrave. The changes will realise savings of £500,000.

During 2013/2014 plans were enacted for a shared enquiry service run with Charnwood Borough Council with police front enquiry desk staff moving into the reception at the council offices from May 2014. A similar service is planned with Rutland County Council, to start at the end of July 2014.

Due to voluntary redundancy and redeployment there were no compulsory redundancies. Two new supervisor posts have also been created.

**Section 3) Contributions from Community Safety Partnerships (CSPs)**

## **Blaby and Hinckley**

The joint Community Safety Partnership for Blaby District and the Borough of Hinckley and Bosworth has published its new Community Safety Strategy for 2014-17. The strategy outlines the Partnership's priorities for tackling crime and community safety issues. These priorities have been agreed as a result of the crime and disorder figures from the recent strategic assessment for Blaby District and through consultation with the public earlier in the year.

*Councillor Sheila Scott, portfolio holder for Policy, Partnerships and Health Improvement, said: 'The police and other public bodies have faced a number of changes in recent years including a reduction in resources. However, the Community Safety Partnership remains committed to making Blaby District a safe place to live, work and visit. The new strategy builds on the previous successes of the joint partnership as well as setting out how we will tackle those crime and disorder issues that are of most concern to local people. It is vitally important that people feel safe in their own neighbourhoods, particularly those most vulnerable in our communities. It is also important that people have both confidence in reporting any concerns they have and in the response they will receive from our community safety services.'*

The Community Safety Partnership is made up of a range of agencies including: Blaby District Council, Hinckley and Bosworth Borough Council, Leicestershire Police, Leicestershire Fire and Rescue Service, the Probation and Youth Offending Services as well as non-statutory organisations such as voluntary sector and housing services.

**Cllr David Bill and Cllr Shelia Scott, Joint Chairs, Blaby and Hinckley CSP**



**Charnwood**

“The Charnwood Community Safety Partnership (CSP) brings together a number of agencies and organisations concerned with tackling and reducing crime and anti-social behaviour in the Borough of Charnwood. The CSP each year undertakes a strategic assessment to review performance and reconsider its priorities and targets which include the Police and Crime Plan.

During the year the CSP has focused its energy and resource on two major areas acquisitive crime, including domestic burglary and theft from a vehicle and anti-social behaviour. This has taken the form of better communication on ways to protect property especially around domestic burglary, where the CSP has contributed to positive outcomes in this area. The CSP has been at the forefront of providing a single repository for all anti-social behaviour complaints, this means endeavouring to ensure that every single complaint made by the public is logged on to one single system, making it easier to respond to complaints, especially repeat incidents. This I believe is already contributing to higher satisfaction levels within communities.”

**Cllr David Snartt, Chair, Charnwood CSP**

## ***Harborough***

“In Harborough District, organisations from the public and voluntary sector continue to focus on the crime and anti-social behaviour that impacts the most; and where local partnership working can make the difference.

“Nationally and locally many crimes are up. It is clear from longer term trends and a comparison for Harborough to similar areas, that Harborough remains a very safe place to live and work.

“The Community Safety Partnership remains as a vehicle to pull together local authorities, police, fire service and others – as crimes often straddle these partners and cannot be tackled in isolation. It is essential in this time of austerity that public services work together and any duplication or unnecessary bureaucracy is removed.

“Key to building resilience and capacity has been the support and critical challenge of the Police and Crime Commissioner, which has made us all look closely at activities the CSP has traditionally funded to ensure they remain effective and value for money.

“Some key achievements this year, gained with the support of the PCC have included putting on diversionary activities that engaged 113 young people during half term, supporting 53 older residents to improve their home security and supporting 51 individuals and families suffering the effects of domestic abuse.

“Indeed, the Journey Away from Domestic Abuse (JADA) service is an example of a robust service funded by pulling together reducing budgets in Harborough and Melton from community safety, the County Council and the children’s centre programme – and contributes to our aim that no one falls through the net.”

**Cllr Bill Liquorish JP CC, Chair, Harborough CSP**

## **Leicester City**

“The Safer Leicester Partnership (SLP), Leicester City’s Community Safety Partnership, deals with a number of complex and inter-related crime, ASB and substance misuse issues.

Our vision for the city is:

*‘To ensure that all citizens of Leicester feel safe within their communities and benefit from an improved quality of life and well-being as a result of partnership action to reduce crime and substance misuse.’*

“The SLP focusses partnership effort on a number of areas such as the reduction in ASB, Overall Crime, Alcohol Harm, Domestic Violence, repeat offending and the improvement in safeguarding.

“During the period 2013-14 we have seen many successes in performance such as victim satisfaction in resolving ASB of 81.3% (over a rolling 12 month period). This is attributed to the roll out of a number of multi-agency initiatives in order to reduce the level of ASB within the city. We have also seen a 12.7% reduction in other burglary types and 6.7% reduction in robbery. We have seen positive results for victims of domestic violence and abuse as a result of commissioning an integrated support service focussed on both victims and perpetrators of domestic violence. We have implemented an innovative and successful programme which provides outreach support services to street drinkers. This project saw an increase in the number of clients accessing the Anchor Centre and a decrease in the number of police call outs. Also in 2013, we ensured that reporting of issues relating to adult safeguarding was updated and we continued our ‘worried’ poster campaign distributing to partner agencies to display in public facing areas, this included GP surgeries, colleges & higher education institutions and libraries.

“The Safer Leicester Partnership works to its strength; which is the positive engagement and contribution made by a range of partners in a multi-agency setting.”

**Cllr Sarah Russell, Chair, Leicester City CSP**

## **Melton**

The Safer Melton Partnership prioritises the sustainable reduction of crime, we are focused on understanding the causes of crime as a way to reduce crime that is measureable and sustainable. This is reflected in some of our priorities that include:

- To demonstrate how trigger issues associated with offending behaviour and understanding the causes of re-offending and ways to mitigate it.
- Developing effective early intervention and diversionary programmes to target those at risk.
- To provide robust intervention and support services to effectively tackle domestic abuse and support victims.

We work very effectively with our partners and the achievements we have made in regards to Supporting Leicestershire Families is a clear example, that not only include those which are statutory, but also those who we feel can assist and help us in reducing crime i.e. housing, economic development, voluntary sector.

The current initiatives we are leading on include:

1. Intervention projects for young people i.e. Sport and Leisure
2. Helping tackling the cycle of reliance on worklessness benefits
3. Supporting schemes that are designed to allow people to live more independent lives, though social, financial and digital independence

This approach has been demonstrated in our performance, where against challenging targets we are achieving in most of the areas, have clear plans to tackle areas like burglary, which is often influenced by a small number of people, performance is very comparable to other parts of the county and around that the approach we have taken has for the last number of years shown a significant reduction in crime. Partnership working and sharing information has been the key based on a common goal of turning around lives, encouraging people to live independent lives, that is social, digital and economic independence and tackling root causes.”

**CIr Malise Graham, Chair, Melton CSP**

## ***North West Leicestershire***

“The Safer North West Partnership has worked hard over the past two years to build a strong working relationship with Sir Clive Loader and his office. This has enabled us to work together to drive down crime and anti-social behaviour in North West Leicestershire, which over the past year has decreased by 7% and 3% respectively.

Our Partnership has addressed a number of local issues during 2013/14 which have contributed to the achievement of the PCCs strategic priorities. We worked hard to prevent and divert young people from offending, such as commissioning Supporting Futures who provide targeted diversionary activities in our most deprived neighbourhoods. The Respect initiative was also a great success and engaged over 100 young people in community projects in 2013/14. The Safer North West Partnership has also worked to reduce drug related offending and re-offending. During 2013, it was noted that the use of mephedrone was on the rise so the Joint Action Group responded quickly to set up a multi-agency sub-group, which included a number of local partners (including voluntary groups), to respond by educating communities, engaging with health and substance misuse professionals and taking enforcement action against dealers.

I am confident that by working together with the PCC and other partners we can make North West Leicestershire an even safer place for residents, communities, businesses and visitors.”

**Cllr Trevor Pendleton, Chair, NW Leicestershire CSP**

## ***Oadby & Wigston***

“Oadby & Wigston Community Safety Partnership would like to recognise the progress of the four priorities and the achievements of the police and crime objectives. Our work as a partnership has supported these during 2013/14.

We have worked closely in implanting a restorative justice initiative to reduce anti-social behaviour. We have organised a number of diversionary activities for young people in hot spot areas during periods of peak times for anti-social behaviour and criminal activity. The Community flat has been running a number of education sessions around drug and alcohol. We have done a number of initiatives such as the Support Tool Kit that has been provided to victims which include shock alarms, unmarked police car, number plate screws, allotment watch. We have also provided support by commissioning services to assist vulnerable people including Substance Misuse Worker, Domestic Abuse Outreach Worker and working alongside the Supporting Leicestershire Families.

The Partnership has achieved some positive results, by tackling crime with particular reductions in commercial burglary and Theft of Motor Vehicle, we have also achieved a 58.8% reduction in first time entrants into the CJ system over the previous year. Joint working on Anti-Social behaviour has ensured a 6.7% reduction in incidents across the Borough. This has given the partnership a sound base to plan its focus for the next three years work.”

**Cllr Kevin Loydall, Chair, Oadby & Wigston CSP**

## ***Rutland***

“Rutland is a very safe place to live and has the lowest crime rate per 1,000 population when compared with its most similar local partners. Levels of crime and anti-social behaviour have decreased steadily over the last six years and since the last Strategy in 2011 total crime has fallen by 27% with a reduction of 424 people as victims of crime.

During the last year there were 1,075 crimes recorded in Rutland equal to a rate of 29 crimes per 1,000 population with 180 fewer crimes (14%) compared with the previous year. Reported levels of anti-social behaviour have also reduced significantly throughout the last 3 years and are now 50% lower with over 300 less incidents being reported. This figure reflects the hard work and effective partnership working used to prevent and tackle anti-social behaviour effectively.

During the last year, the Safer Rutland Partnership has aligned its priorities with that of the Office of the Police and Crime Commissioner dedicating resources toward tackling anti-social behaviour and helping ensure victims are supported effectively and residents feel safe within their community. Since the last strategy we have supported a number of initiatives to tackle a broad range of community safety based themes, this has included:

- The development of internet safety projects designed to protect children on-line.
- The introduction of a mentoring programme to support young people at risk of anti-social behaviour and crime.
- The delivery of the bi-annual “Involved” event promoting community safety messages to the local community.
- The delivery of a Sanctuary Scheme to support victims of domestic abuse.
- The development of Farm Watch designed to minimise crime against our farming community.
- The development of a family personalised budget model for Changing Lives (Troubled Families).

Such projects have helped to ensure that those members of the community who needed assistance and services have been supported and we have seen the results of this. There is still work to be done and rest assured the partnership will continue to review trends and significant issues as they arise, adopting a multi-agency and focussed response.”

**Cllr Roger Begy, Chair, Rutland CSP**

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